

UNIVERSITY OF KWAZULU-NATAL

TITLE

The impact of customer relation management (CRM) on Khangela Brewery's sales performance

BY

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CONFIDENTIALITY CLAUSE

01 June 2018

TO WHOM IT MAY CONCERN

RE: CONFIDENTIALITY CLAUSE

Due to the strategic importance of this research it would be appreciated if the contents remain confidential and not be circulated for a period of five years.

Sincerely

.....

Z. E. Cele (Duke)

DECLARATION

This research has not been previously accepted for any degree and is not being currently submitted in candidature for any degree.

I declare that this dissertation contains my own work except where specifically acknowledged.

Signed:

Z. E. CELE

Date:

ABSTRACT

The aim of this study was for United National Breweries (UNB) to find the best Customer Relationship Management (CRM) process that was aimed at helping the company to improve its customer satisfaction in the distribution of UNB's traditional sorghum beer brands in the Durban area. Different methods of CRM were explored through the review of literature in the same CRM subject. The results of the study aimed to help UNB improve in their route to market by creating an environment where its products are always available to their consumers in the best presentation. The problem statement of the study was derived as follows: "what elements are important in driving CRM that is effective in producing customer service excellence in the distribution of traditional sorghum beer for UNB in the Durban area". Based on literature review and exploratory interviews, a conceptual model of CRM was constructed. The conceptual model included CRM process user satisfaction and expected or hypothesized results: product distributions efficiency, improved customer relationship, increased sales of UNB's traditional sorghum beer brands and the recommendation of the relevant CRM system for UNB in the Khangela Brewery. To examine the effect of the independent variables on CRM and customer satisfaction in the distribution of UNB traditional beer brands in the Durban area, three different questionnaires were developed to interview retailers, distributors and UNB members of the sales department that were ought to use the CRM system in satisfying customers' needs. The results of the survey were then analysed using graphs and tables and then descriptive statistics was applied to the data to prove if the recommended CRM system was going to help improve the sales performance of UNB traditional sorghum beer brands in the Durban area.

Acronyms

The key terms are:

- Customer Relationship Management – Abbreviated as CRM.
- United National Breweries – Abbreviated as UNB.
- Above The Line marketing communications – Abbreviated as ATL.
- Below the Line Marketing communications – Abbreviated as BTL.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

United National Breweries has been noticing a decline in their sales in particular their Khangela Brewery which is situated in Durban near the harbour. One of the challenges which still exist is customer data management systems. To reach majority of its customers, their products are channelled through distributors which are third parties. This current process has proven to be a challenge for UNB especially when it comes to sales and marketing information which is often a vehicle to drive sales growth for the company in particular the Durban region.

UNB comprises of four different products which are mainly sold and distributed within the Durban region as well nine different pack-sizes for these four products. It is estimated that UNB has about 350 customers within the region, however on record there is about 150 customers that UNB directly delivers products to. This is achieved through their own Driver salesmen. Customers are classified into two categories, namely retailers and distributors. The focus for UNB is only on registered or rather licences customers while the distributors on the other hand focuses on both licensed and unlicensed customers. There is a challenging of tracking all customers whom UNB has a relationship with whether this relationship is direct or indirect. Currently UNB has the following products active in the market and they are: Chibuku Pine Shake, City Jive, uKhozi Mageu, Ijuba Blue and Ijuba Special.

CRM can be defined as an organisational approach that seeks to understand and influence customer behaviour through meaningful communications in order to improve customer acquisition, retention, loyalty and profitability (Swift in Ngai, 2005). It may also include the termination of the relationship, should the customer prove to be unprofitable to the organisation (Du Plessis, Jooste & Strydom, 2001). A technology-related perspective of CRM is formulated by Hamilton (in Law, Lau& Long, 2003) in that CRM is

described as the process of storing and analysing of large amounts of data that provides insight into customer behaviour. This in turn enables the organisation to treat customers differently based on the exhibited behaviour. Despite these definitions, there appears to be little agreement on the specific nature of Relationship (Viljoen, 2005).

1.2 Statement of the Problem

UNB lacks detailed record of proper customer information and as a result experiences a decline of the brewery's sales in the Durban area compared to the previous years. Historical statistics indicate that the brewery only has information on 150 customers that the company's Diver Salesman (DSM) delivers to whereas the customers that are being delivered to by Distributors (the third party) are not known to the company. The estimated number of customers is said to be more than 300 customers in total for the Durban area. The current mobility CRM system has an information that the DSM captures whilst he / she is with the customer and nothing is happening on the side of the Distributor delivered customers because Distributors do not have contracts that are binding as far as the recording of customer information is concerned.

UNB is not investing on above the line marketing communications to its customers as the company is operating under very tight marketing budgets. UNB is very much dependent on its' below the line marketing activities which include dealing with customers more in a direct manner which eventually results in Retail Sales Reps linking with consumers via retail outlets base effectively. The current CRM data is not a true reflection of how the market is as some of the information lies with UNB Distributors in the Durban area. The management of CRM is not effective at UNB. UNB is losing its track of sales performance by most of their customers who are mainly retailers in the Durban area. UNB sales in the Durban area had declined by 6% compared to its previous year (UNB Financials, 2014).

1.3 Purpose of the Study

The purpose of the study is to determine the effect of customer relationship management on the sales volume of traditional sorghum beer brands at UNB in the Durban area. The study shall help to uncover the best CRM system that will help to manage the customer

information even at the level of retailers that are being delivered to by Distributors (third party). The results of the study shall help to develop strategies that will assist in the arrest of the decline of UNB's traditional sorghum beer sales in the Durban area.

1.4 Objectives of the Study

The objectives of the study are to:

- 1) Evaluate the effect of CRM in increasing the sales of traditional Sorghum beer brands in the Durban area.
- 2) Improve customer service in the customers of UNB's traditional Sorghum beer brands in the area of Durban area.
- 3) Determine the effectiveness and efficiency of the existing customer management system used by UNB in growing sales volumes in the Durban area market.
- 4) Establish how the CRM system can be effectively used in conjunction with UNB Distributors (third party) in the Durban area in pursuit of sales volume growth.
- 5) Propose the best available CRM system that can be used by UNB to grow the sales volumes in its Durban area market.

1.5 Research Questions

The research questions are:

1. How much effect does CRM has on increasing the sales of traditional Sorghum beer brands in the Durban area?
2. How to improve customer service in the customers of UNB's traditional Sorghum beer brands in the Durban area?
3. To what extent is the effectiveness and efficiency of the existing customer management system used by UNB in growing sales volumes in the Durban area?
4. How can the CRM system be effectively used in conjunction with UNB Distributors (third party) in the Durban area in pursuit of sales volume growth.
5. Which CRM system can be used by UNB to grow the sales volumes in its Durban area?

1.6 Significance of the study

The study will assist UNB by providing the following:

- Increase sales volumes in the Durban area and other areas of UNB operations.
- Increase and improve customer relationship and customer service in the distribution of UNB traditional sorghum beer brands in the Durban area.

1.7 Brief methodology for the study

This study followed a quantitative research technique using a questionnaire. This questionnaire was hand delivered to all the UNB customers in the Durban area. It was then collected and captured on google forms to produce first line statistics and then further descriptive analysis were performed using Microsoft Excel 2013. The population for this study was all the 172 customers included in this population was also distributors and retailers.

1.8 Assumptions of the Study

The assumptions of the study:

- The effect of CRM can be predicted by analysing the response of the appropriate size of the sample. The effective use of CRM can help UNB Khangela Brewery to grow its sales volumes in the Durban area.

1.9 Limitations of the Study

The following are the limitations of the study:

- The project has a limited time frame of 6 months.
- The study will utilize survey questionnaires; no experiment surveys will be conducted.
- The implementations of the findings will not form part of the study.

1.10 Dissertation Structure

In this study there are six chapters and these are illustrated together with a brief explanation of each:

Chapter One: Introduction

In this chapter, the study is introduced and a background is given together with the motivation that led to this research being conducted. The objectives of this research study is also outlined in line with the research questions. Finally it also mentions who will benefit from this study as well a brief methodology that this study will follow.

Chapter Two: Literature Review

This chapter sets out the literature review applicable to the research study. It looks at the effects of CRM on sales growth, the effectiveness and usefulness of CRM and improving customer relations. Also the theories of CRM are addressed as well the techniques of measuring.

Chapter Three: Research Methodology

The chapter outlines the research methodology followed in this study including strategies used to collect and analyse data. It also outline the population for this study as well the sampling methods that were used including the sample size.

Chapter Four: Presentation and analysis of the results

This chapter presented the result of the data collected and it also presented analysis of this data, this was is presented in a form of tables and graphs coupled with descriptive analysis. Also statistical functions applied were presented in this chapter as well as the hypotheses tested.

Chapter Five: Discussion

On this chapter the findings of the study on Velabahleke High School educators' perception on the current leadership practices and their effects on academic performance.

Chapter Six: Recommendations and Conclusion

Chapter six provides a general conclusion to the study. It gives a synthesis of the study highlighting the UNB customers' perceptions on the current CRM and its' value on their day to day business and how to improve this system.

1.11 Summary

This chapter gave an outline of this entire research study and highlighted all the different factors that led to this study being conducted. It went on to illustrate what the study intends to discover based on objectives outlined. Also the structure of the entire dissertation was presented to give an outline of what to expect. The following chapters will go in depth on aspects like the literature review and the actual methodology that was following while conducting this study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section will help to unravel different approaches in which CRM get defined by different writers in different industries. The relationship between CRM and the improvement of sales performances in different markets will also be discussed in this section. The advantages of an effective CRM system will also be discussed and review their relevance in helping UNB's distribution of its traditional sorghum beer to the market of Durban area market and improve its sales volumes. In this section, the critical steps in the use of CRM system will also be discussed with its relevance to the UNB's distribution system.

2.2 Definition of CRM

According to Wailgum (2017), Customer relationship management (CRM) is a strategic process that helps you better understand your customers' needs and how to meet those needs and enhance your bottom line. CRM systems link up information about customers from a variety of sources, including email, websites, physical stores, call centres, mobile sales, and marketing and advertising efforts. CRM data flows between operational systems (like sales and inventory systems) and analytical systems that sort through CRM data for patterns. If you don't have an accurate view of who your customers are and what their needs or desires are or will be at any given stage in their lives, or if you are losing customers to a competitor, that's a clear indication that you need a CRM system.

According to (Mechinda and Patterson (2011), Customer Relationship Management (or CRM) is a phrase that describes how your business interacts with your customers. Most people think of CRM as a system to capture information about your customers. However, that is only part of the picture. CRM involves using technology to gather the intelligence you need to provide improved support and services to your customers. In other words, CRM is also about what you do with that information to better meet the needs of your existing customers and identify new customers, resulting in higher profits for you.

The CRM System can be categorised based on its functions which then classifies it to three different types. Figure 2.1 below gives a broad overview of the different types of CRM.

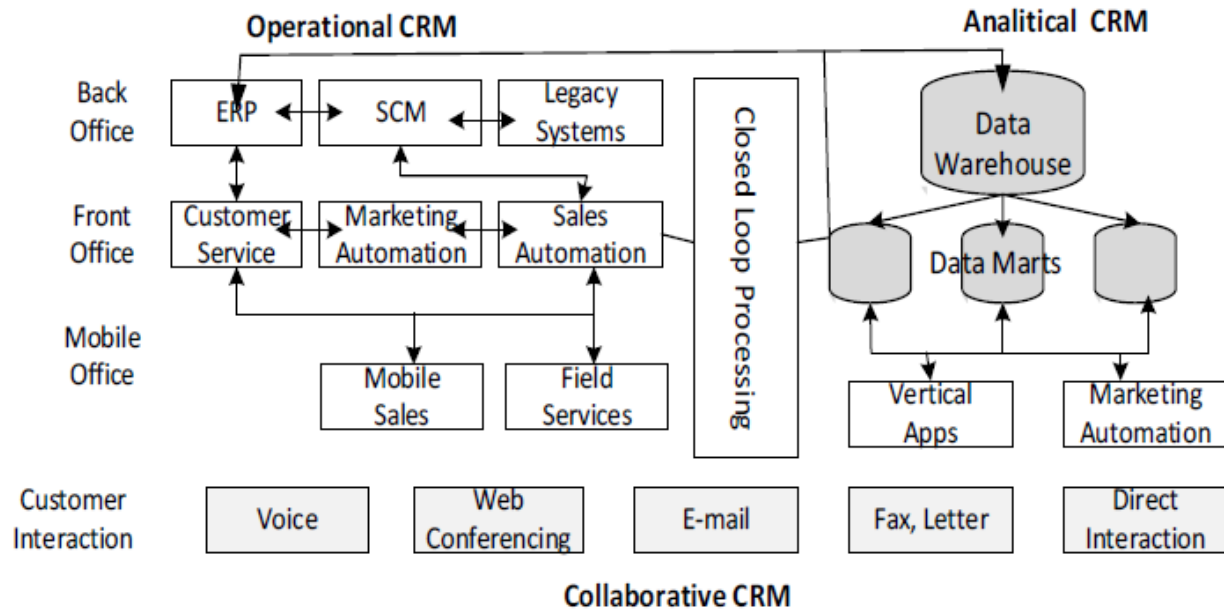


Figure 2.1 CRM Model

Adapted from Jelonek (2015), *The Evolution of Customer Relationship Management System*, p29

The different types of CRMs' are further discussed in more detail below:

2.2.1 Analytical CRM

The purpose of analytical CRM is customer data analysis, its evaluation, modelling and prediction of customer behaviour. In real life situation the analytical CRM can for example gather all the data about customers inquiring a specific product by using data mining (tool for data gathering), what services they purchased right away and what services they purchased eventually. It can find patterns in their behaviour and propose next steps during up-selling or cross-selling. It can evaluate efficiency of a marketing campaign, propose prices or even develop and propose new products. This way analytical CRM

serves as some sort of help during decision making, e.g. manuals for employees working in services concerned with how to react to certain customer's behaviour (Dohnal, 2002)

2.2.2 Operative CRM

Operative CRM mainly supports the actual contact with customers conducted by front office workers and general automation of business processes including sales of products, services and marketing. All communication with the customer is tracked and stored in the database and if necessary it is effectively provided to users (workers). (Dohnal, 2002, p. 60) The advantage of this approach being the possibility to communicate with various employees using various channels but creating the feeling that customer is being taken care of by just one person. It can also minimize the time that the worker has to spend typing the information and administrating (the data is shared). This allows the company to increase the efficiency of their employees work and they are then able to serve more customers (Buttle, 2009)

2.2.3 Collaborative CRM

Collaborative CRM enables all companies along the distribution channel, as well as all departments in a company, to work together and share information about customers even speaks about partner relationship management (PRM). But sometimes we might see a rivalry between departments that undermines efforts of CRM to share relevant data throughout the whole company (e.g. information from help line can help the marketing department choose a point on which it will focus during the next campaign). The goal of collaborative CRM then is maximum sharing of relevant information acquired by all departments with the focus on increasing the quality of services provided to customers. The ultimate outcome of this process should be an increase in customer's utility and his loyalty (Edwards, 2007, online).

For CRM to be successful, information technology plays an important role. Without its smooth function the modern CRM would be unimaginable. But it is not only the technology that is important. Company must be willing and able to adopt the whole philosophy which puts the main focus on the customer. It must adopt the strategy focused on establishing and supporting long-term relationship with customers. Failure in following

this philosophy and strategy leads to a failure of whole CRM implementation. (Dohnal, 2002)

2.3 The evolution of CRM

According to Reinhold (2010), CRM has evolved over the years from what was traditionally know as financial management systems in years of 1970s until the year 2000s. Figure 2.2 below encapsulates the evolution of CRM in broad overview.

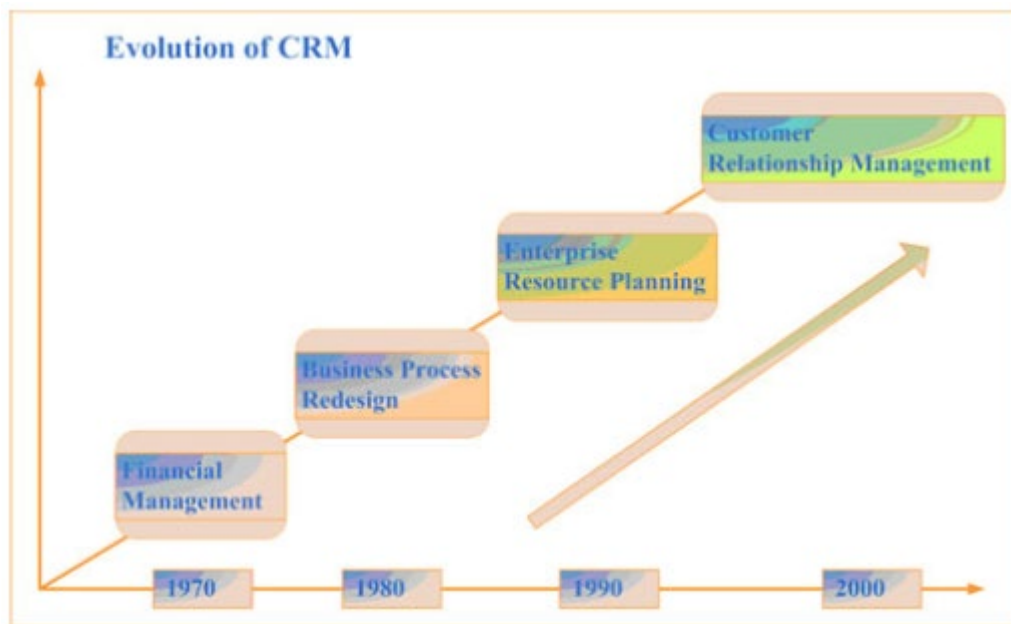


Figure 2.2 The evolution of CRM

Adapted from Reinhold (2010), The Evolution of Customer Relationship Management System, p2

The growth of technologies such as social media and Web 2.0 has yielded to customer relationship model being influenced and evolving to what is now commonly known as social CRM. According to Nitu, Tileaga, and Ionescu, (2014), social CRM can be defined as a business strategy which is empowered by technology, social characteristics, processes and business rules which are all designed to become a collaborative platform to ensure customer engagement through ongoing conversations. This in turn delivers a mutual benefit for both the customers and the company providing services.

Figure 2.3 below encapsulates both the traditional CRM system the social CRM, the traditional CRM leads to sales forecast while the new social CRM has emphasis on meaningful relationships as an end result. Also on the traditional CRM the emphasis has always been on creating leads which may later convert into sales or accounts, while the social CRM has conversations which later converts to partners and collaborations.

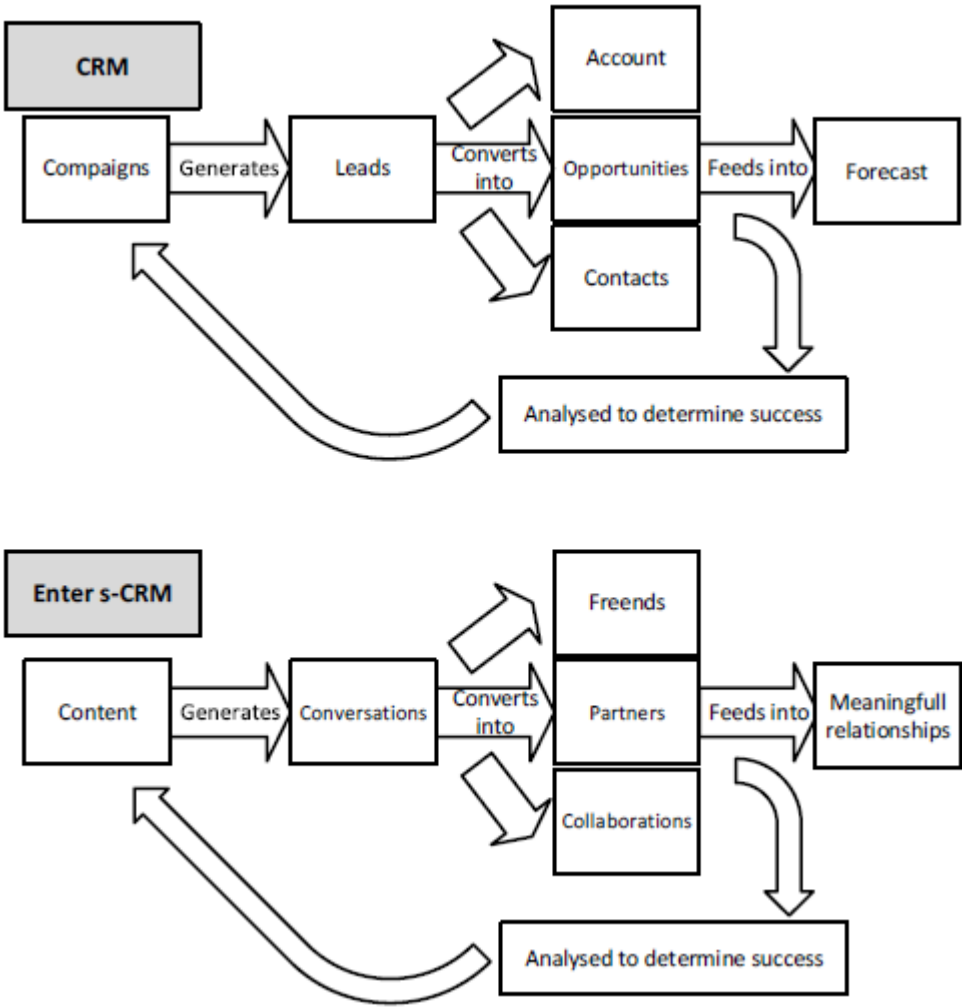


Figure 2.3 CRM vs social CRM

Adapted from Jelonek (2015), The Evolution of Customer Relationship Management System, p30

2.4 The benefits of CRM

According to Jayam and Radha (2013), adopting CRM brings the knowledge to maintain long term relationship with customers, achieving the customers, achieving the customer's satisfaction, reducing distrust, removal of complaints, etc. This paper focuses on the importance of CRM in Public Sectors. In order to gain confidence in customers & keep them, IT is a supporting tool for CRM. CRM has been recognized to redesign business processes for the improvement of performance. CRM has the advantage of collecting and analysing data, customer behaviour and then timely respond with effective communication and services of the customer. Here data warehousing technology helps to provide a better understanding of customer behaviour. Redundant data are removed, so that only filtered and accurate information is provided to the organization so that queries can be solved in a fast manner.

According to Nguyen (2011), recently, firms have attempted to engage in this challenging environment. Particularly by adopting new technologies and the Internet, firms have enabled CRM schemes to flourish. Using emails, social media, for example, Facebook pages, YouTube and Twitter, and blogs, the communication directed towards potential customers can now be customised at an individual level. At the same time, the interactions between firms and their customers can now be effortlessly stored by a CRM database system. Such information about customers is essential in CRM to create offers that suit customers. In this interactive era, firms now have the ability to track and store customer information optimally, in order to customise offerings to suit individual customer needs, desires and behaviours. For example, Google now has advanced algorithms that personalise searches to suit individual interests, effectively choosing the relevant information in the vast amount of information that exists on the Internet (Nguyen, 2011).

2.5 Theoretical Background and Conceptual Model

The proposed model of this study conceptualizes the relationship among CRM dimensions, marketing planning and marketing implementation capabilities, and company performance. The relationship is based on the resource based view that suggests that the performance of the firm is influenced by its internal resources and capabilities; a firm

obtains better performance by making more effective use of its resources than competitors. This model involves four dimensions of CRM which include customer orientation, CRM organization, knowledge management, and technology based CRM. This model is built on previous studies (Abdullateef et al., 2010; Chang et al., 2010; Sin et al., 2005; Wu and Lu, 2012) while the relationship between variables in this model is based on RBV theory which proposes that organizations having valuable resources can successfully implement business strategy to create competitive advantage and consequently improve organization performance (Barney and Delwyn, 2007).

The following Figure 2.4 illustrates the Conceptual Model of the influence of CRM Dimensions on Hotel performance Marketing planning capabilities Marketing implementation capabilities Financial perspective Customer perspective Internal process perspective Learning and growth perspective Customer orientation CRM organization Knowledge management Technology based CRM Customer Relationship Management (CRM) in Hotel Industry : A framework Proposal on the Relationship among CRM Dimensions, Marketing Capabilities, and Hotel Performance

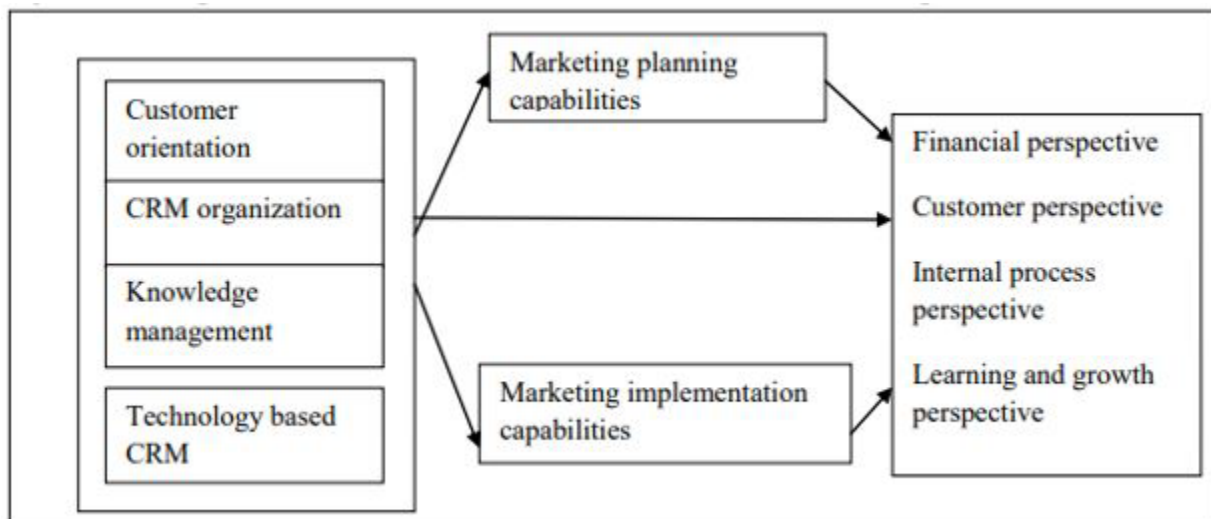


Figure 2.4 Conceptual Model of the Influence of CRM Dimensions on Hotel Performance.

Adapted from Barney and Delwyn (2007), Resource-Based Theory: Creating and Sustaining Competitive Advantage, p4

2.6 Business ownership as an aspect of CRM

When one speaks about CRM, the focus is mostly on customers and their relations to the business in question. It is therefore clear that the business itself is a major stakeholder in the construction of CRM. Business ownership therefore comes under the spot light and this includes business ownership by gender, ethnicity and level of education. According to Fairlie (2006), the prevalence of business ownership among women is only 50–60% of that for men. The low rate of business ownership among women is a worldwide phenomenon. Aggregate data from the Organization for Economic Co-operation and Development (OECD) indicate that female self-employment rates are substantially lower than male rates in almost every reported country, with an average ratio of 0.543 (OECD 2002). In the USA, the female business ownership rate is 6.6%, which is only 60% of the male rate (Fairlie 2006).

Fairlie (2004), in his study found that in the United States there was a significant growth in the number of self-employed black Americans around the year 1998 and beyond. This growth was seen as the potential driver in getting black Americans out of poverty and allowing them to also participate in economic growth. South Africa on the other hand had the different demographics when it came to business ownership. According to Crowley (2017), the agriculture sector as an example the whites still owned majority of the farming businesses and the actual farming land. Crowleys' research actually found that about 79% of this business sector is owned by white South Africans and this figure is slowly coming down from 85% in 1994.

2.7 Business owners' education demographics

Education is an enabler in most fields and therefore the CRM is also related to education especially that of a business owner. A study that was conducted in the United States by Juang (2017), found that among business owners the owners with only high school grades were as high as 56% as those who had post high school qualifications like a bachelor's degree for an example. Among these independent business owners that were part of this research was Mark Zuckerberg, the founder of Facebook who himself is an

entrepreneur without a formal post high school qualification. He was quoted saying to the Harvard graduates, "Let's face it. You accomplished something I never could."

A further question can be probed also and that is whether there is a link between the level of education and business ownership or what is generally termed as entrepreneurship vs educational qualifications. According to Higgins and Galloway (2014), there is no direct correlation between the level of education of the entrepreneur and their choice of becoming self-employed vs being employed. He states that the level of education has no influence on the entrepreneurs' choice of business.

2.8 The effect of CRM in the growth of Sales

The challenge that UNB faces largely is that Distributors have been allowed to trade and be restricted to certain demarcated areas and cannot cross the border. According to Nguyen, 2014, sales are bound to decline in an environment that is crowded by Customer Relationship Management Paradox. The favored and non-favored customers have different perceptions towards various marketing schemes, and these customers develop their perceptions of unfairness based on comparative standards of what they feel that they were entitled to at the time of purchase (Nguyen & Simkin, 2013). According to Nguyen, 2014, the issue of favoritism is termed as CRM paradox which is defined as, "the contradictory concept of treating customers individually to achieve satisfaction of their needs, which may imply differential treatment for each customer that can be perceived as unfair, spurred by inequitable outcomes resulting from differential customer treatment" Fairness is a must for enhancing relationship quality between buyers and sellers (Oliver & Swan, 2001) and acts as an antecedent of trust (Morgan & Hunt, 2004), increasing the potential for creating cross-sales, up-selling, increased profits, and a long-term relationship (Ernst, Hoyer, Kraft, & Krieger, 2011).

It is therefore recommended that UNB will need to increase its relationship with its customers whether it is at a distributor level or retailer level; customers need to see themselves as important to the supplier in the same manner. Fairness can be achieved by sharing one and the same price lists to all customers without any favouritism of

discriminating on the basis of demarcations. Proper CRM can help to improve profiling of customers in a fair manner and as a result sales can improve due to the spread availability of products across the entire market.

According to Nguyen, 2014, fairness is the potential 'trigger' for profit. UNB sales force can be trained on how to approach customers in a manner that can be seen by all customers as fairness and equal to everyone. With a proper CRM system in place, organisations such as UNB can become and act more like social businesses, in which profit maximization is not the end-game, but rather that all stakeholders will benefit, to truly create the 'win-win' situation (Gill, 2007). Given a better understanding between UNB and its customer deliveries to customers can become even more efficient as customers would be having even direct contacts with all stakeholders in the company's route to market (RTM) operation.

2.9 The importance of CRM in improving customer retention

The purpose of CRM is the building of relationships in order to affect customer acquisition, retention, loyalty and profitability (Swift in Ngai, 2005:283), resulting in the development of one on one relationships with these customers (Viljoen, 2005). The retention of customer can be achieved by allowing sales force to explore relevant data from the CRM systems and begin to interact with customers more openly.

CRM can be defined as an organisational approach that seeks to understand and influence customer behaviour through meaningful communications in order to improve customer acquisition, retention, loyalty and profitability (Swift in Ngai, 2005). It may also include the termination of the relationship, should the customer prove to be unprofitable to the organisation (Du Plessis, Jooste & Strydom, 2001). UNB sales force can begin to discuss price lists in a more vigorous manner when reviewing business with customer at all levels taking advantage of available data relating to how customer are performing in their respective businesses. Profit story presentations can be well prepared to go and entice customers to stay with UNB business of distributing traditional sorghum beer.

Customer satisfaction depends on value. Organizations cannot just consider what they give to the customer; rather they must concentrate on the sacrifice the customer has to make. This requires that firms should know or identify all this through constant and effective marketing surveys or research (Viljoen, 2005). Consistent marketing surveys in conjunction with proper CRM practice can result in relevant and useful marketing communication to the existing customers of UNB. Marketing communication programs can be designed to be in the form of face to face with individual customers providing a better chance to even get more meaningful response from UNB customers.

New customers may be attracted and market share increase, but any long lasting bonds will hardly be achieved, yet bonding is an important issue or aspect of relationship marketing. Any firm attempting to provide competitive value to its customers' needs to gain a thorough understanding of the customer's needs and the activities that constitute the customer's value chain. Because proper surveys would have concluded via a proper CRM system, customer can be guaranteed the delivery of the right product at the right place and at the right time.

Sales need to be involved in business strategizing, focusing on customer portfolio issues in terms of investments, dependence and matching seller and buyer relationship requirements. To improve market intelligence, the firm must use the sales force better to get to know more about individual customers. The firm should develop new market pictures, make customer oriented SWOT analyses, and get to know more about end-users. Integration of the firm's resources/activities must be based on creating and delivering value to customers. A customer-centric perspective should guide cross-functional relationships (including also finance/accounting). To achieve this and to implement strategies, *internal marketing* is needed. Substantial sales resources are needed to sell the customer perspective internally. Finally, the firm needs to develop its infrastructure, that is, structure and processes to manage sales and account management organizations, including control, reward, and competency development (Ahmed, 2005).

2.10 CRM customer related components

The customers are an important part of implementing a successful CRM system and therefore aspects of CRM like information sharing and customer satisfaction plays a central role. A study conducted by Sohail (2012), advocates that good information sharing between the customers and the seller actually enhances customer loyalty and also improves customers' trust on the company they buy from. It is said in this study that "The more extensive and in between the seller and the buyer establish communication, the stronger the relationship occurs". Both customer satisfaction and information sharing directly affects the loyalty of the business customers and this is done through trust. This has substantial outcome on customer loyalty which in turn results in great influence on the relationship bond.

According to Brito (2011), customer satisfaction is the number one priority among the customers and this can have great impact on customer loyalty as well as lifetime customer portfolio. Research conducted by Hsu (2010) and Casalo et al. (2011) further illustrates that customer trust and loyal is directly influenced by customer satisfaction. They both state that when customers are satisfied they are most likely to remain loyal with that company brand and in turn they become brand ambassadors.

According to Lynn and Sturman (2011), customer satisfaction is key to survival of any given business and can positively affect other aspects of business and generate more revenue for the business. It is attributed that when customer are satisfied they will most likely do more business in the future and they will become marketing agents for that business through word of mouth. This would be great news to the shareholders as this translates to more profits being earned.

A study conducted by Anshari and Lim (2016), advocates that for an example the usage of big data analytics by the banking sector has yielded good results and has helped their customers to initiate dialog between the bank and its customers. These dialogs have impacted on how the banks design their trading environment as well the supply and delivery of certain services. Data analytics has influenced how the banks design their services, branches and products to suite their client needs.

According to Harrigan (2014), there is a direct correlation between customers purchase histories, profiles, and behaviour. This was as a result of data collected from social media sites which revealed customers buying patterns and their interests when it comes to certain products. This data allowed the management of certain retailers to shape their trading environment different since they were now aware of the customer expectations and trends.

An integration of customer knowledge and CRM practices in an organisations can embark on data driven strategies and these could lead to improved performances. In this regard, big data analytics can relate customers' engagement to different variables involving their behavioural patterns such as demographic, psychographic, and online conducts. Intensive review of literatures disclosed that despite the growing tendency of implementing predictive analytics techniques in CRM, precise classification scheme for CRM is far from being developed. Present work indeed is a fair attempt to bridge such gap (Heller & Parasnis, 2011).

2.11 Distribution efficiency in the CRM compliance environment

The new economy requires strong and long lasting relationships with the clients, the way of their management with the support of information technologies representing a major element of companies' competitiveness growth (Schini, 2015). Latest technology can play a major role in simplifying distribution in a CRM complying company. For UNB to be highly competitive in the distribution of traditional sorghum beer, proper CRM systems can play an important role in ensuring that customers are fully satisfied with the manner in which the brewery delivers the product at all times when required to do so.

Customer relationship management is a broad subject and has come to mean different things to different people. CRM is the values and strategies of relationship marketing with particular emphasis on customer relationships turned into practical applications of excellent customer service (Ahmed, 2005). In this way quality products need to be delivered to quality customers by UNB in pursuit of achieving sales volume growth in the Durban area. CRM become very effective as an integration of technologies and business process used to satisfy the needs of customer during any given interaction. CRM is a

process by which a company makes good use of customer information to enhance customer loyalty (Bose, 2009). According to Shaw, 2009, the foremost objectives of CRM are to forge long-term sustainable relationships with selected customers, providing seamless customer service at every points of contact to get closer to customers, and maximizing company's share of value from the interactions with customers. In this way efficient distribution can be performed in a very cost effective way at UNB whilst increasing profits and sales volumes. Hamilton, 2001, interprets CRM as a process of storing and analysing the vast amounts of data produced and collected by the sales teams during their physical call to their customers or at call centres. With this type of information collected effective distribution of traditional sorghum beer products in the Durban area can be improved quite dramatically for UNB at Khangela Brewery.

2.12 Critical steps to be followed when introducing a CRM system in an FMCG company

Most CRM software can be broadly divided into two categories. The first category manages customer interaction and contains applications for customer service and support, sales force and marketing automation. These applications allow the company to establish a personalized relationship with the customer. The second software category analyses the behaviour of the customer and contains reporting and data-mining tools. This allows to measure customer satisfaction and retention and enhances the understanding of the customer's problems and preferences. This, in turn, allows a more targeted marketing and sales strategy. UNB need a low cost CRM solution that adapts to their business model and IT structure instead of having to adapt their business model and IT structure to the CRM software.

Companies have found that by implementing an effective CRM program, they can expect to increase sales and customer loyalty, that kind of improvement translates directly into lower costs, more revenue, and higher profits, (Gartner Group, 2005). The most companies today consistently demonstrate the ability to identify, understand and cater to the needs and demands of quality customers. According to the Gartner Group (2005), the

following steps are needed to be followed when implementing a cost-effective CRM system:

2.12.1 Gain Enterprise-wide Commitment.

It is important to gain support from different department within the organisation in order for a launch project to successful. It will be important for UNB IT practitioner to get support from all department that will become stakeholders of the new CRM system within the company be attempting to go ahead.

2.12.2 Create a CRM Project Team

The second step after making sure that the commitment has been achieved, a Project team will need to be selected. The members do not necessarily need to be of IT background. It will be ideal to get a mix of people from different departments. The team must form nucleus for the CRM effort, make key decisions and recommendations and help communicate the details and benefits of the CTM program to the entire company.

2.12.3 Business Needs Analysis

It will always be critical to analyse the business at length when setting up a relevant and effective CRM system. This will be no different at UNB Khangela brewery when setting an effective CRM system that will help to increase the sales volumes for Durban area. “Without identifying and fixing process holes first, one will only end up doing inefficient and ineffective things faster than one have done them before” – Jim Dickie, managing partner, Insight Technology Group.

2.12.4 The CRM Plan of Action

A plan of action will have to be developed as soon as the Project team has established a better footing after the well analysis of the business in relations to the new CRM system. At this stage UNB’s CRM Project Team will have to try very hard to bring the vision of the company into reality.

2.12.5 CRM Software selection

During this stage of choosing CRM software, the Project Team will have to realize that the goal is to support and promote an optimized sales, marketing and

customer service process, which means that the software choice should be based on knowledge of the company's current technology.

2.12.6 Technology

A relevant technology must be implemented to complement the chosen CRM system. It is important that any technology chosen must be customizable, open and capable of integration with the company's existing computing infrastructure.

2.12.7 Considering a Vendor

Whilst managing cost effectively, it is critical that a complex CRM initiative be trusted to a vendor that has years of experience, a proven track record, and will still be in business to offer an after-sale service.

2.12.8 Implementing and Installation of CRM System

CRM success is highly dependent on a commitment to a strategic implementation that the Project Team will have to follow. The implementation of the project should have its own approach that must be agreed to by members of the project team.

2.13 The use of Social Media in CRM processes.

Cox, (2012) describe social media as customer-generated media that have changed the tools and strategies for CRM significantly. This form of media is a descriptive term to illustrate sources of online information that customers create, initiate, and use, with the intention of telling each other about products, brands, services, and issues. It thus includes a wide range of online, word-of-mouth forums such as blogs, discussion boards and chat rooms, customer-to-boards and forums, mob-logs and social networking websites. The small business environment in the rural areas is often mistakenly understood as "non- conducive for business". Rather non- conducive means that integration within essential social, socio-economics, and economics situation, organizational and governmental networks to refine business operations and develop markets.

It needs to be understood that social media marketing is not a “one size fits all” tool (Cox, 2012). Each business is unique, with its own flavour and voice in its 'community', and each business is situated within a community. The rules for engaging with communities have changed radically since the inception of the web. Within a South African context, people are still as very excited about the use of social media therefore companies such as UNB have a big opportunity of exploring the opportunity to improve their relationship with customers at large.

"People think that they can simply set up a Facebook page and post a few things here and there, and the sales will come flooding in. In truth, social media needs to be seen as an integral part of an overall CRM strategy and activities, for it to deliver to its full potential" (Cox, 2012).

2.14 Summary

Almost seventy percent of UNB products are sold and consumed in the Durban areas. These products are almost exclusively consumed by black South Africans. The analysis done by UNB on the basis of population and market segmentation indicates that the maximum opportunity of product growth lies in Durban areas most of which are affected by high level of crime (Gill, 2007).

Given the introduction of a proper CRM system at UNB the distribution of traditional sorghum beer brand to Durban area can improve especially if the critical steps were to be followed in its launch.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this study is to determine the role of CRM in creation of a sustainable competitive advantage for UNB in the distribution of its traditional sorghum beer brands in the Durban area. The following are the objectives of this study:

- Evaluate the effect of CRM in increasing the sales of traditional Sorghum beer brands in the Durban area.
- Improve customer service in the customers of UNB's traditional Sorghum beer in the Durban area.
- Determine the effectiveness and efficiency of the existing customer management system used by UNB in growing sales volumes in the Durban market.
- Establish how the CRM system can be effectively be used in conjunction with UNB Distributors (third party) in the Durban area.
- Propose the best available CRM system that can be used by UNB to grow the sales volumes in its Durban market.

The following is the methodology that was followed in order to achieve the objectives of this study:

3.2 Research design and rationale

Descriptive research is used when statistical data are needed on a fact. The tool used to conduct descriptive research is almost always surveys. The advantage of a survey is that, if the number of people surveyed (the sample) is large enough, it can be said that a fact has been proved and is true of the entire group. Descriptive research is sometimes used to address issues that are just beginning to be explored negatively. The difficulty in this research method is that it is becoming difficult to find a sufficient number of people

who are willing to respond. According to Kolb (2010), a descriptive research will be used to determine issues affecting the distribution of traditional sorghum beer in the Durban area. The rationale behind this research method is that a sample chosen is big enough to conduct surveys by means of using questionnaires for Distributors, retailers and consumers of UNB's traditional sorghum beer brands in Durban area.

A descriptive research approach is going to help the researcher to unpack the facts and figures relating to the consumer perceptions about the Ijuba brands in the Durban area. The researcher will also be able to unravel levels of relationships between the UNB Khangela brewery and the liquor licensed customers of Durban area. The descriptive research approach will help the researcher determine the number of retailers that prefer to receive the product from the sub-distributors compared to UNB employed Driver salesman.

3.3 Study area

The study will be focused in the Durban area. UNB, Khangela Brewery has sold 2,2million litres of traditional sorghum beer brands in the Financial Year of 2012 / 2013 compared to 1, 9 million litres sold in the Financial Year of 2013/ 2014. This constitutes a 17.2% sales decline over one year sales performance period according to the Brewery Report FY'13/14.

3.4 Target population

The population refers to the entire group of people, events, or things of interest the researcher wishes to investigate (Sekaran & Bougie, 2013), the target population will be the total number of traditional sorghum beer distributors in Durban area, the retailers that both UNB Drive salesman and Distributors deliver to and the consumers who are regular patrons to the existing retailers.

3.5 Sampling Techniques

Stratified random sampling, as the name implies, involves a process of stratification or segregation, followed by random selection of subjects from each stratum (Sekaran & Bougie, 2013). In this study, stratified random sampling was used in order to include, distributors, retailers and consumers of UNB's traditional sorghum beer brands in the Durban area. Non-Probability sampling will be used with a purpose of selecting participants that are available, convenient, or present some characteristic of what the study needs.

3.6 Sample Size

The respondents will be more than 30 for each group of the sample. This will help UNB Khangela brewery with a more precise and high confidence in the outcome of the research regarding the distribution of traditional sorghum beer in the Durban area.

3.7 Research Instruments

A questionnaire is a pre-formulated written set of questions to which respondents record their answers, usually with equably defined alternatives (Sekaran & Bougie, 2013). In this research questionnaires will be the preferred instruments to gather all the data regarding the distribution of traditional sorghum beer in the Durban area by UNB, Khangela Brewery.

3.8 Pre-testing

There was no pre-testing done during this study as a result of the problem being well defined and the senior management of UNB, Khangela Brewery was adamant that the study may continue.

3.9 Validity and reliability

The study of the effectiveness of CRM in the distribution of UNB's traditional sorghum beer brands in Durban area satisfied requirements for validity. According to Sekaran and Bougie, (2012) *content validity* ensures that the measure includes an adequate and representative set of items that tap the concept.

Interviews will be conducted by UNB sales force to affirm the reliability as they are quite familiar with the area and know exactly where to find participants.

3.10 Data collection techniques

A questionnaire will be a data collection technique used in this study of the use of CRM in the distribution of UNB's traditional sorghum beer brands at Khangela brewery to the Durban area.

3.11 Data analysis

In the data analysis step, the data gathered will be statistically analysed to see if the hypotheses that were gathered have been supported.

3.12 Logistical and Ethical Considerations

UNB, Khangela boardroom will be used as a meeting place for the project team which will formed of the brewery sales force personnel. The participants will be reached at the randomly selected outlets in the Durban area. The covering letter will be used to give a brief explanation about the intended participation on the research itself.

3.13 Conceptual framework and Measurement

The finished questionnaire will be proof read by the Senior Territory sales manager who will affirm if the language used in the questionnaire does not carry jargon that will be difficult for participants to understand.

3.14 Summary

This chapter elaborated on the research methodology and methods that were be used to address this research problem. It outlined the data collections strategies as well as the data analyses strategies that were used in this study to test the hypotheses. It all highlighted on the statistical analyses that were used. The population considered for this study was also outlined and how the study was conducted including the type of data collection instrument that was used. The following chapter presents the findings of this study and statistical applications performed to test the outcome of the results.

CHAPTER FOUR: ANALYSIS OF FINDINGS

4.1 Introduction

This chapter will present the results after data was collected and present analysis in the form of descriptive analysis as well as frequencies. This will be achieved by means of graphical representations as well as tables. Statistical analysis performed on the data will also be presented together with conclusions in relation to the hypothesis in this study.

4.2 Respondents Contextual Information

The total number of respondents for this study were 172, and all these were the liquor outlets owners within the Durban region. All the respondents are the owners of retailers, distributors, On-Con and Off-Con. All these different customer types are in turn direct or indirect customers of United National Breweries in Khangela, Durban. The data representations for the gender, age, ethnicity, customer type, education, years of trading and delivery type are presented below.

4.2.1 Gender

The gender representations of respondents as presented in **figure 4.1** below, 63.4% of the respondents were males and 36.6% were females.

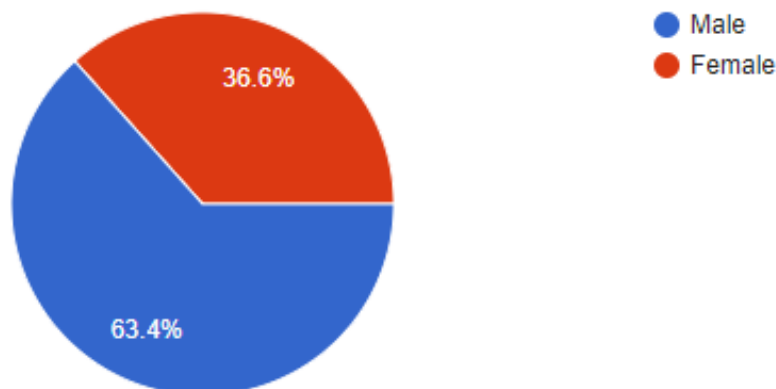


Figure 4.1 Respondents Gender

4.2.2 Age

The data collected have presented to us that the respondents age groups varied from around age 25 till beyond the age of 66. However it was noted that majority of the customers which was about 22% further 5% of were between the age of 50 and 55, with a further 12% in the age range of 56 to 59. A respondents is noted to be even above the age of 66 as illustrated in figure 4.2 below. The rest of the respondents were well distributed between the ages 30 and 49 years.

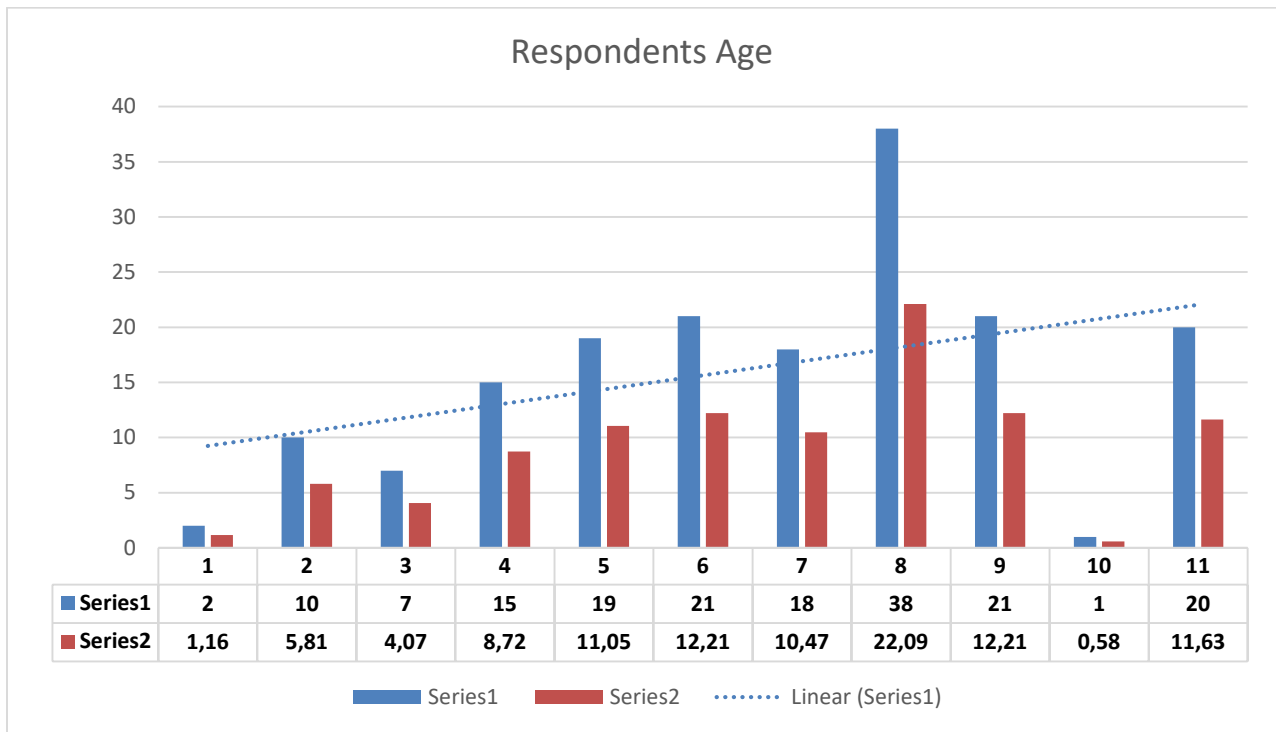


Figure 4.2 Respondents Age

4.2.3 Ethnicity

The demographics of all respondents who took part in this study is presented below in **figure 4.3**. According to this data representation, majority of the participants in this study were black Africans which was about 83%, followed by the small percentage of Indians which is about 12.87%. The rest of the respondents' ethnicity is spread between whites, Asian and coloured each category taking just about 1% each.

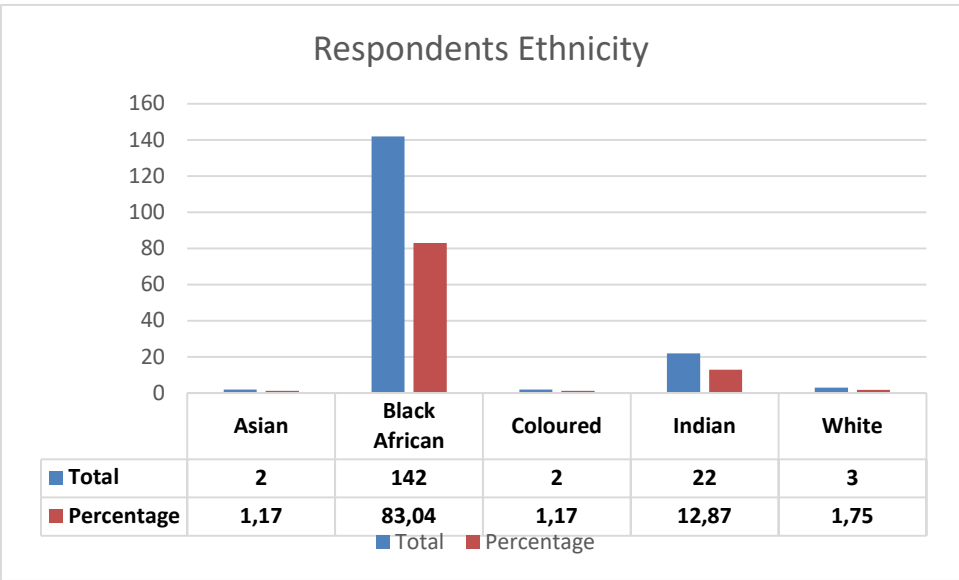


Figure 4.3 Respondents Ethnicity

4.2.4 Customer Types

There was mainly four different categories of as presented by figure 4.4 below. Majority of the respondents which was about 73.1%, belonged to the retailer customer type category. Followed by 42.1% which was in the On-Con category, these are the outlets where the public can buy and consume liquor in the premises. The following customer type category was Off-Con which had about 23.4%, this category represents those outlets where the public buys liquor and take it away, and i.e. a bottle store and finally the remainder which was about 12.3% were distributors.

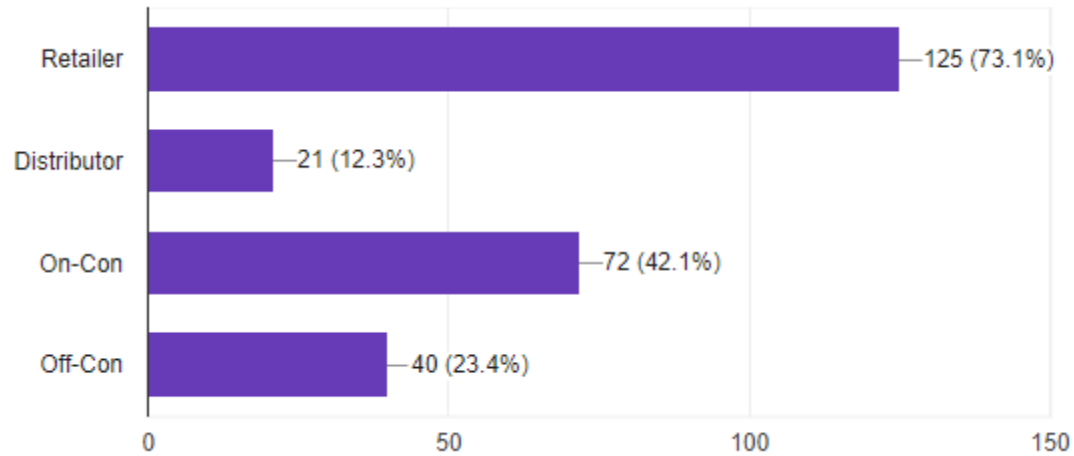


Figure 4.4 Customer Types

4.2.5 Highest Education Qualification

Each respondent was asked to select their highest education qualification and the data presented in **figure 4.5** indicated that majority of the liquor outlets in the Durban region either has less than matric or has matric only. Both these selections were selected by 35% and 44% of the respondents. Only the small balance of the respondents which is about 21.35% were shared among the other qualifications

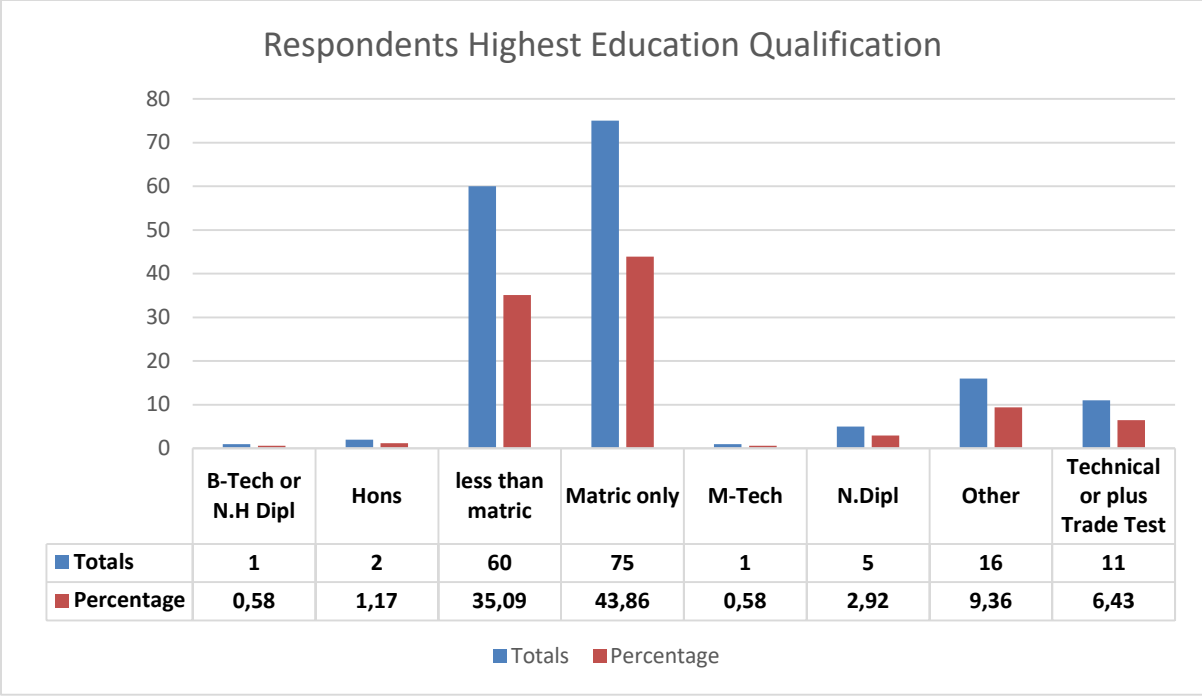


Figure 4.5 Respondents Highest Qualification

4.2.6 Years in Business

The number of years in business for each respondent was captured and presented in **figure 4.6** below and data collected has revealed that majority of the liquor outlet owners that participated in this study had we between 11 and 20 years in business, this constituted about 28.82% of the respondents. The further 25.88% were above 20 years in business. The balance of about 45% were in the range of 0 to 10 years in business. This data tells us that about almost 60% of the respondents were experienced business owners in the liquor business with experience of over 10 years to even greater than 20 years.

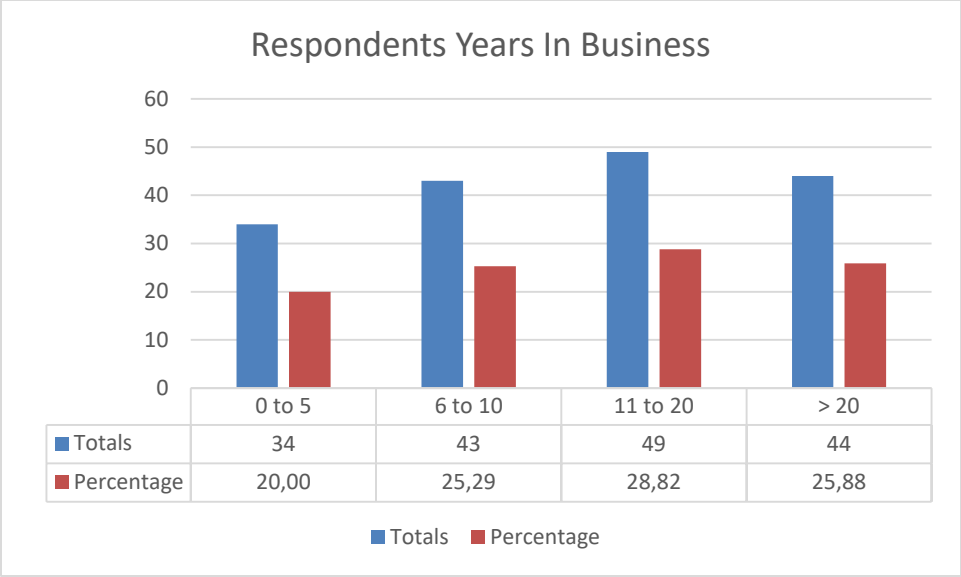


Figure 4.6 Respondents Years in the liquor business

4.3 Customer Information Sharing

All the respondents were asked a few of questions related to how they viewed United National Breweries overall information sharing and whether this information was sufficient for their day to day business relationship with UNB. The respondents’ questions and their responses are presented in table 4.1 and Figure 4.7, this also includes descriptive statistics that was applied to them.

All these questions were answered in a form of a Likert scale where each respondent was asked to state the degree to which they agreed or disagreed with each statement. The scale ranged from 1 to 5, where 1 was Strongly Disagreed, 2 Disagreed, 3 Indefinite or Median Score, 4 Agree and 5 being Strongly Agree.

Customer Information Sharing	Strongly Disagree	Disagree	Indefinite or Median	Agree	Strong Agree
The calling process by UNB Sales Reps is ethical and lawful	0	0	8	72	92
I was properly guided, taken care and given clear direction and instructions before my ordering date. There were frequent communications other than the formal finalization of the beer ordering method.	0	2	19	79	72
The induction provided sufficient information about my role as a customer and how do I fit in the UNB supply chain	1	4	42	78	47
I had all my trading requirements with UNB i.e. (Liquor license, banking details, etc.) ready and prepared in advance before I started trading	9	7	41	54	61
I had good first impression about the level of professionalism, organizational order in my first five days/ week.	1	8	32	72	58
The Sales personnel appeared to be friendly and welcoming at UNB.	0	3	12	55	102
The verbal information given by the Retail Sales Rep who inducted me was exactly same as the content of my invoice from UNB.	1	1	45	37	88
Mean	1,71	3,57	28,43	63,86	74,29
Standard Error	1,23	1,13	5,79	5,89	7,66
Median	1	3	32	72	72
Standard Deviation	3,25	2,99	15,31	15,59	20,25
Sample Variance	10,57	8,95	234,29	243,14	410,24
Range	9	8	37	42	55
Sum	12	25	199	447	520
Confidence Level(95,0%)	3,01	2,77	14,16	14,42	18,73

Table 4.1 Respondents ratings of UNB Information Sharing.

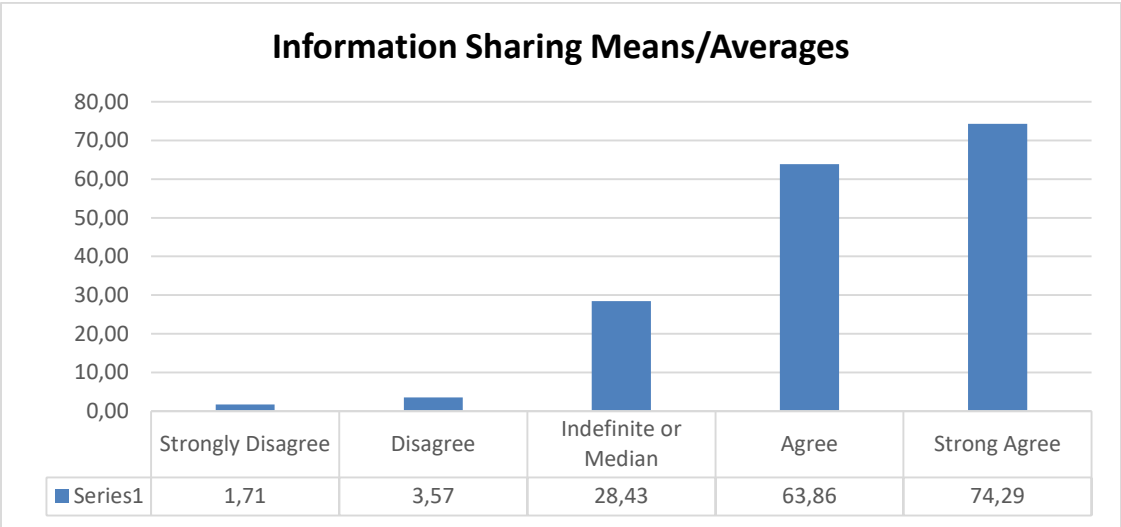


Figure 4.7 Respondents Information Sharing average ratings graph

The data collected presents to us that about 74 of the respondents which was 43% strongly agreed with a further 64 respondents which are about 37% which agreed with the status of information sharing from UNB. There was about 28 respondents which is about 16% that were neutral which means they neither agreed nor disagreed and finally about 3% of the respondents that disagreed and strongly disagreed with the current state of information sharing at UNB. As presented in table 4.1 the standard deviation was 20, 25 and below meaning that most of the respondents counts of all the questions in this category are very close to the mean. When we further compare the mean values and the median values in table 4.1, we can therefore conclude that the values within this dataset were evenly distributed.

4.4 UNB Customer Relationship Models' Effectiveness and Efficiency

4.4.1 Satisfaction

Customer Satisfaction	Strongly Disagree	Disagree	Indefinite or Median	Agree	Strong Agree
I am satisfied with order delivery, and understand how I supposed to rotate my stock at all times	0	4	12	72	83
Nothing is stressing me in trading with UNB and I am getting enough support from the UNB Retail Rep.	2	6	34	73	56
My Retail Sales Rep expectations about my sales are realistic and achievable.	1	4	39	70	57
I am proud of being a UNB customer.	1	7	27	59	77
Mean	1	5,25	28	68,5	68,25
Standard Error	0,41	0,75	5,87	3,23	6,90
Median	1	5	30,5	71	67
Standard Deviation	0,82	1,50	11,75	6,45	13,79
Sample Variance	0,67	2,25	138,00	41,67	190,25
Range	2	3	27	14	27
Confidence Level(95,0%)	1,30	2,39	18,69	10,27	21,95

Table 4.2 Respondents responses on customer satisfaction.

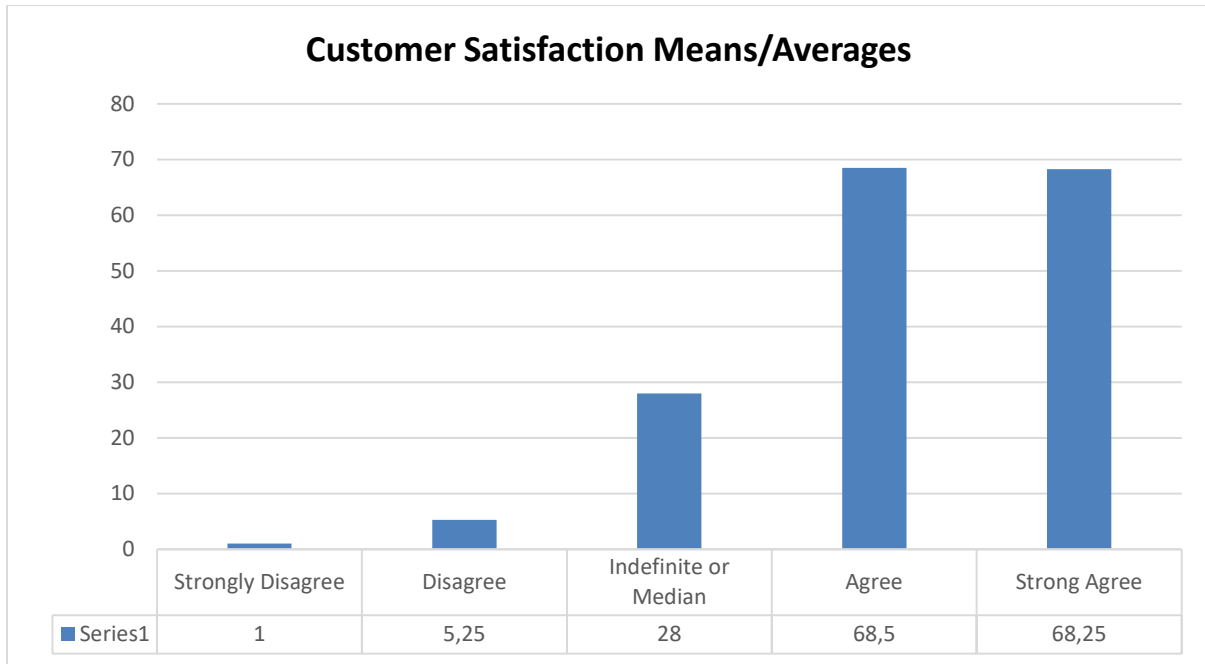


Figure 4.8 Respondents satisfaction averages graph

In order to be able to measure the level of customer satisfaction among UNB customer within the Durban region. A couple of questions were posed to the respondents. These questions were aimed at assessing aspects like the ordering system, the sales representatives' expectations from customers. These questions also aimed at assessing whether there is any challenges on the customer side when dealing with UNB and finally to test how many customers can proudly associates themselves with the UNB brand. The data collected which is presented in table 4.2 and figure 4.8 tells us that about 68 of the respondents which was 40% strongly agreed and another 68 respondents which are about another 40% agreed that they quite satisfied with being UNB customers. There was about 28 respondents which is about 16% that were neutral, these were not sure or rather could rate their customer satisfaction. There was about 5 respondents that did disagree and 1 that strongly disagree. By this data representation we can conclude that on about 3.5% of respondents had a low customer satisfaction. As presented in table 4.2 the standard deviation was 13.79 and below meaning that most of the respondents' counts of all the questions in this category are very close to the mean. Also when a comparison is made between the mean values and the median values in table 4.2, we can therefore conclude that the values within this dataset were evenly distributed.

4.4.1.1 Ethnicity effect on business owners' perceptions about customer satisfaction

To further test customer satisfaction, a hypothesis was tested which stated that “There is no significant difference between the different races perceptions of customer satisfaction when dealing with UNB”

The following **table 4.3** represents respondents' customer satisfaction ratings based on to what extent they disagree or agree with the current order processes as well as their experience with UNB and whether are they proud customers of UNB. This figures were than subjected to a chi squared test to test and decide whether this null hypothesis can be accepted or rejected.

Ethnicity	Disagree	Average	Agree	Strongly Agree	Grand Total
Asian	0	0	1	1	2
Expected Values	0	0	1	1	
Black African	3	10	69	60	142
Expected Values	2	9	72	59	
Coloured	0	0	1	1	2
Expected Values	0	0	1	1	
Indian	0	1	13	8	22
Expected Values	0	1	11	9	
Other	0	0	1	0	1
Expected Values	0	0	1	0	
White	0	0	2	1	3
Expected Values	0	0	2	1	
Grand Total	3	11	87	71	172

Table 4.3 Respondents responses on customer satisfaction vs Ethnicity

Applying the formula for chi squared test on the above data

$$\sum \frac{(O-E)^2}{E}$$

The result was **P = 0,999449429**, this answer was then compared to 0.05 as the benchmark for a chi squared test and it was found that it is greater than 0.05 and therefore this means that we accept the null hypothesis, meaning there is not

enough compelling statistical evidence that suggest that ethnicity affect the business owners perceptions on customer satisfaction.

4.4.2 Customer Engagement

4.4.2.1 Trading Environment

Customer Engagement - Trading Environment	Strongly Disagree	Disagree	Indefinite or Median	Agree	Strong Agree
I have autonomy to decide the way to trade with UNB products.	0	11	44	69	47
UNB has always supported me and will always when I encounter difficulties with trading of UNB's traditional Sorghum Beer.	1	16	25	70	60
I have always been given a fair and equitable sales advice and promotions in my shop.	2	21	47	65	37
I am always empowered and entrusted with the stock and promotional material given to me by UNB.	4	17	73	45	33
My business is making reasonable profit with UNB products.	0	6	44	50	72
I am satisfied with my overall trading support from UNB.	1	8	36	59	67
There is no discrimination and no harassment in the trading environment between us and UNB.	1	4	12	69	86
Mean	1,29	11,86	40,14	61,00	57,43
Standard Error	0,52	2,38	7,23	3,80	7,32
Median	1	11	44	65	60
Standard Deviation	1,38	6,31	19,13	10,05	19,36
Range	4	17	61	25	53
Confidence Level(95,0%)	1,28	5,84	17,69	9,29	17,91

Table 4.4 Respondents responses on trading environment

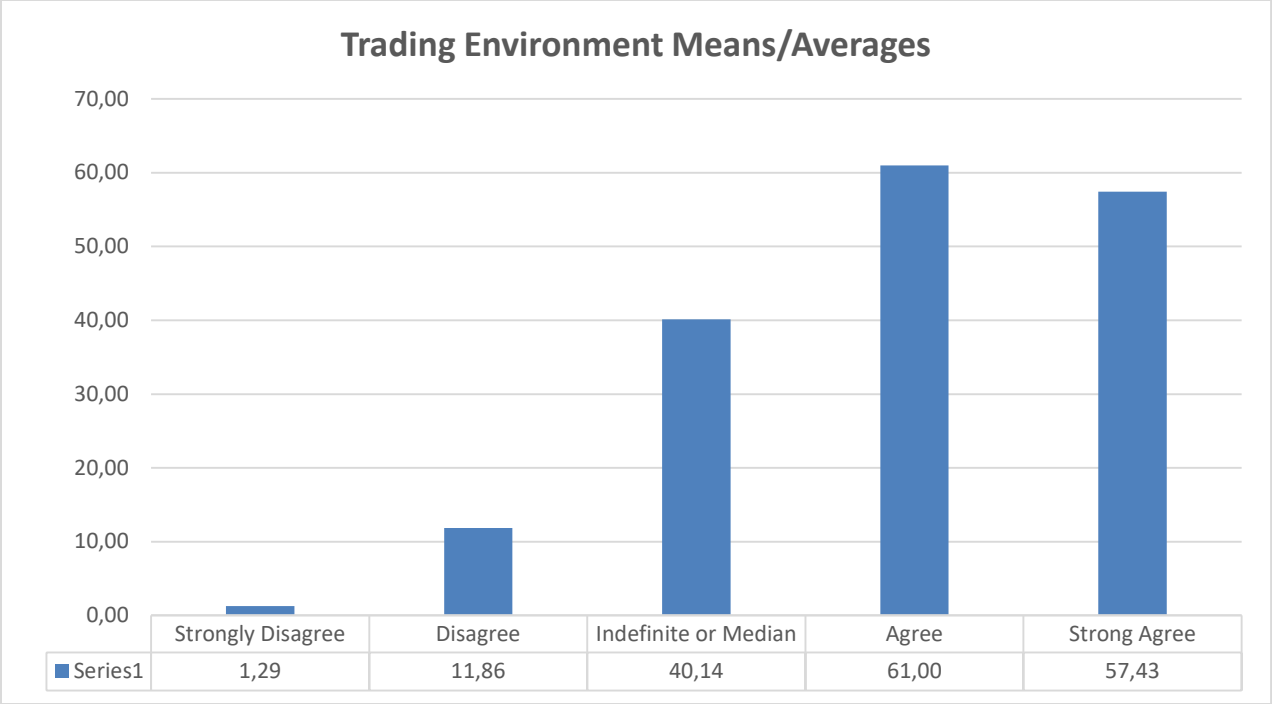


Figure 4.9 Respondents trading environment average ratings

This objective aimed to assess the customers’ perceptions on the trading environment between themselves and UNB. The aspects assessed were customer’s perceptions on the following: Their autonomy on how to trade with UNB products, The UNB ongoing support during their trade challenges that does occur. Also whether they felt they were making good profit or resale of UNB products. They were also asked to rate the business advises that they received from UNB sales team as whether they were fair and equitable. Finally also the element of discrimination or harassment was investigated with regards to their trading experience with UNB. An observation one can make on this dataset presented in table 4.4 and figure 4.9, there was a slight increase on the number of respondents that were either neutral or had no opinion on their feelings around the trading environment. There was also a slight increase on the number of respondents that either disagreed and those that strongly disagreed. There was about 13 respondents which constitutes 8% of the total respondents that felt the trading environment was infect not appealing to their businesses. It is also noted that about 40 respondents which is about 23% of the total respondents opted to select indefinite or median meaning according to them the trading was merely average, neither good nor bad. However on the contrary

about 69% of the respondents either agreed or even strongly agreed that the trading environment between their businesses and UNB was good. There was also 61 respondents making up 36% of the total respondents, who actually agreed and a further 57 respondents who made up of 33% of the total respondents who strongly agreed. Table 4.3 shows us that the standard deviation was 19.19 and below. This translates to most of the respondents' counts of all the questions in this category being very close to the mean. However in this case when the mean was compared to median they seem not to close meaning that the dataset is not evenly distributed.

4.4.2.2 Order Placing and Delivery

Order Placing and Delivery	Strongly Disagree	Disagree	Indefinite or Median	Agree	Strong Agree
I am pleased with the communication I get when placing orders with UNB Distributor / Driver Sales Person.	1	2	12	72	84
I am satisfied with the business-related training UNB offers, and these are marketable skills.	6	11	58	38	58
I am satisfied that I have the opportunities to apply my imitiveness and creativity.	3	14	57	49	49
Mean	3,33	9,00	42,33	53,00	63,67
Standard Error	1,45	3,61	15,17	10,02	10,49
Median	3	11	57	49	58
Standard Deviation	2,52	6,24	26,27	17,35	18,18
Sample Variance	6,33	39	690,33	301	330,33
Range	5	12	46	34	35
Confidence Level(95,0%)	6,25	15,51	65,27	43,10	45,15

Table 4.5 Respondents order placing and delivery ratings

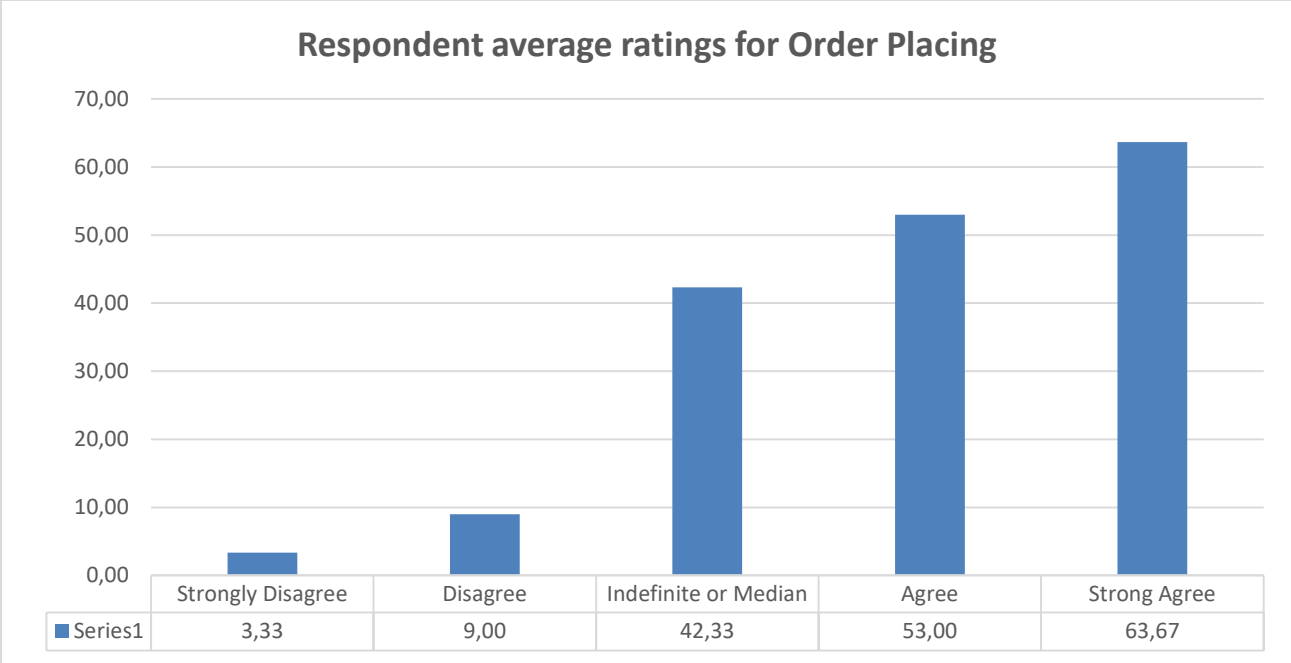


Figure 4.10 Respondents average ratings on order placing

In this last section the goal was to assess the order placing process at UNB. The aim was to ascertain the respondents' perceptions on the current order placing process and to try and measure their level of satisfaction regarding this process. All questions in this category were directly related to the order process and they were they were aiming access aspects like communication that the customer receives after placing an order. Another question did seek to understand whether adequate training was provided by UNB and finally the possibilities of customers using those skills from training without any limitations. An overwhelming majority of respondents which was about 68% agreed and strongly agreed and there by rating the UNB order placing process as very good. These were split as follows, about 64 respondents which was 37% strongly agreed and about 53 respondents agreed and these constituted about 30% of the total respondents. It must be noted that there was about 25% of the respondents rated the order process as being average and finally about 7% which is about 12 respondents disagreed and strongly disagreed. These were split as 9 respondents disagreed which was about 5% and further 3 respondents strongly disagreed and these made about just under 2%.

4.5 Summary

In this chapter the results of this study were presented and analysed using tables and graphs. Furthermore descriptive analysis was also applied and presented. The following chapter will I discuss the findings from this chapter and compare them with the literature available as well as other studies that have been conducted.

CHAPTER FIVE:

Discussion

5.1 Introduction

This chapter will discuss the findings made while analysing the results in the previous chapter. It will further perform a comparison of these findings with the existing literature that has been presented in chapter two. It will there pave a way for the following chapter that will draw conclusions and possibly highlight possible future research arising from the findings in this study. The aim of this study is to measure the impact of customer relationship management on UNB sales performance in the Khangela regional office. In order to achieve this aim, the following aspects and hypothesis were investigated among the existing UNB customers in the Durban region.

- United National Breweries Customers' contextual information
 - Business ownership by gender
 - Business ownership by age and ethnicity.
 - Highest education and years in business.
- Customers' perceptions on United National Breweries overall information sharing.
- Customers' perceptions on United National Breweries Customer Relationship Models' Effectiveness and Efficiency
 - Customer Satisfaction
 - There is no significant difference between the different races perceptions of customer satisfaction when dealing with UNB
 - Customer Engagement – Trading environment
 - Customer Engagement - Order Placing and Delivery

5.2 United National Breweries Customers' contextual information

5.2.1 Business ownership by gender

The data presented in chapter 4 showed that about 63.4% of outlet owners were males and 36.6% were females. Although this presents a significant increase of female

business owners, however it still shows that women business ownership is still lower than that of male ownership. These finding concurs with the findings made by Fairlie (2006), where it was established that the prevalence of business ownership among women is only 50–60% of that for men. The low rate of business ownership among women is a worldwide phenomenon. Aggregate data from the Organization for Economic Co-operation and Development (OECD) indicate that female self-employment rates are substantially lower than male rates in almost every reported country, with an average ratio of 0.543 (OECD 2002). In the USA, the female business ownership rate is 6.6%, which is only 60% of the male rate (Fairlie 2006).

5.2.2 Business ownership by age and ethnicity

About 83% of the business owners that took part in this study were black Africans, this was followed by the small percentage of Indians which was about 12.87%. The whites, Indians and coloureds all had 1 % each. These figures concurs with the finding made by Fairlie (2004), in the united states where he observed that there was a significant growth in the number of self-employed black Americans around the year 1998 and beyond. This growth was seen as the potential driver in getting black Americans out of pervert and allowing them to also participate in economic growth.

On the contrary also these figures enunciates a different picture with regards to business ownership in South Africa by ethnicity. According to Crowley (2017), for an example in the agriculture sector the whites still owned majority of the farming business and the actual farming land. This article actually stated that about 79% of this business sector is owned by white South Africans and this figure is slowly coming down from 85% in 1994.

5.2.3 Highest education and years in business.

Majority of the business owners in the liquor business sector in the Durban region either had less than matric or had matric only. About 35% of owners had less then matric and about 44% of owners had matric only. The small fraction of the business owners which was about 21.35% was shared among the qualifications higher than

grade 12. It can be concluded from this data that majority of liquor outlets owners in the Durban either have up to grade 12 or even less Grade 12

These findings concur with those made by Juang (2017), where after conducting a survey in the United States among independent business owners and it was found that the owners with only high school grades were as high as 56% as those who had post high school qualifications like a bachelor's degree for an example. These independent business owners in this survey included Mark Zuckerberg, the founder of Facebook where he was quoted saying to the Harvard graduates, "Let's face it. You accomplished something I never could."

These finding triggers a further question of whether is there a link between the level of education and business ownership or what is generally termed as entrepreneurship vs educational qualifications. This question also could be phrased as whether is there education impact to entrepreneurs or business owners. A study conducted by Higgins and Galloway (2014), indicated that there was no direct correlation between the level of education of the entrepreneur and their choice of becoming self-employed vs being employed. They further stated that the level of education had no influence on the entrepreneurs' choice of business to start.

5.3 Customers' perceptions on United National Breweries overall information sharing.

The data collected tells us that about 74 of the respondents which was 43% strongly agreed with a further 37% which agreed with the status of information sharing from UNB. There was about 28 respondents which is about 16% that were neutral which means they neither agreed nor disagreed and finally about 3% of the respondents that disagreed and strongly disagreed with the current state of information sharing at UNB. This can be attributed as a business plus for UNB, a study conducted by Sohail (2012), advocates that good information sharing between the customers and the seller actually enhances customer loyalty and also improves customers' trust on the company they buy from. It is said in this study that "The more extensive and in between the seller and the buyer establish communication, the stronger the relationship

occurs". Both customer satisfaction and information sharing directly affects the loyalty of the business customers and this is done through trust. This has substantial outcome on customer loyalty which in turn results in great influence on the relationship bond.

5.4 Customers' perceptions on United National Breweries Customer Relationship Models' Effectiveness and Efficiency

5.4.1 Customer Satisfaction

The data collected revealed that about 40% of UNB customers strongly agreed that their customer satisfaction was high. There was a further 40% that agreed that they are quite satisfied with being UNB customers. There was about 16% that were neutral, these were not sure or rather could rate their customer satisfaction. There was about 5 respondents that did disagree and 1 that strongly disagree. By this data representation a conclusion was drawn which indicated that only about 3.5% of respondents had a low customer satisfaction.

These findings coincide with the finding made by Brito (2011), where it was revealed that customer satisfaction was seen to be high among the customers and this had great impact on customer loyalty as well as lifetime customer portfolio. Research conducted by Hsu (2010) and Casalo et al. (2011) further illustrates that customer trust and loyal is directly influenced by customer satisfaction.

According to Lynn and Sturman (2011), customer satisfaction is key to survival of any given business and can positively affect other aspects of business and generate more revenue for the business. It is attributed that when customer are satisfied they will most likely do more business in the future and they will become marketing agents for that business through word of mouth. This would be great news to the shareholders as this translates to more profits being earned.

5.4.1.1 There is no significant difference between the different races perceptions of customer satisfaction when dealing with UNB

When chi squared test was performed to test this hypothesis the test suggested that we should accept this null hypothesis, meaning there is not

enough compelling statistical evidence that suggest that ethnicity affect the business owners perceptions on customer satisfaction. This was presented in table 4.3 in the previous chapter.

Contrary to these findings, Lynn and Sturman (2011), from Cornell University conducted a study on restaurant patrons and their performance ratings on the waiters that served them. In this study it was revealed that patrons rated the performance of same-race waiters higher than that of different-race waiters. On the contrary though it was also revealed that when it came to tips for waiters, black patrons tipped white waiters more than they tipped the black waiters

5.4.2 Customer Engagement – Trading environment

The data in the previous chapter revealed that there was a minority of about 8% of the total customers that felt the trading environment was in fact not appealing to their businesses. It is also noted that about 23% of the total customers opted to rate the trading environment as being merely average, neither good nor bad. However on the contrary about 69% of the customers that participated on this study either agreed or even strongly agreed that the trading environment between their businesses and UNB was good. About 36% agreed and a further 33% of the total customers strongly agreed.

5.4.3 Customer Engagement - Order Placing and Delivery

An overwhelming majority of respondents which was about 68% agreed and strongly agreed and there by rating the UNB order placing process as very good. These were split as follows, about 64 respondents which was 37% strongly agreed and about 53 respondents agreed and these constituted about 30% of the total respondents. It must be noted that there was about 25% of the respondents rated the order process as being average and finally about 7% which is about 12 respondents disagreed and strongly disagreed. These were split as 9 respondents disagreed which was about

5% and further 3 respondents strongly disagreed and these made about just under 2%.

Objective One: Evaluate the effect of CRM in increasing the sales of traditional Sorghum beer brands

The two aspects of customer engagement discussed above speaks to the effectiveness of the customer relationship model (CRM). In this case it has been revealed that although majority of the customers in the Durban area had positive ratings for customer engagement, however UNB can utilise these CRM findings and focus on the minority that rated the customer engagement negative or average. Since the focus of this objective is on effects of CRM in increasing sales, UNB has an obligation to look at their order processing and deliver to increase their sales. This therefore leads to a conclusion that in this case of UNB, Customer relationship model can have a positive effect on their effort to increase sales since it has revealed a challenge in particular with those customers that order from the distributors and not directly from UNB. Improving the distributors' processes could lead to more happier customers and therefore more products purchased.

Objective Two: Improve customer service in the customers of UNB's traditional Sorghum beer brands in the area of Durban area.

The findings of this study revealed the challenges in areas of customer service in the distributor network. This manifested by the almost 30% of responded who either rated the trading environment average or below average and about 44% of the customers who rated Order and delivery process average with some rating it even below average. This data will help UNB to improve the customer services challenges highlighted in these two aspects of customer engagement.

Objective Three: Determine the effectiveness and efficiency of the existing customer management system used by UNB in growing sales volumes in the Durban area market.

Data collected has revealed that about 80% of UNB customers were satisfied with doing business with UNB. This alludes that the current relationship model that UNB is

maintaining with their customers is yielding to great customer satisfaction. However the challenge still remains on the sales growth and could present an opportunity to conduct further in-depth research around the sales growth area. Possible explorations could be around the country's' economic situation versus UNB sales trends.

Objective Four: Establish how the CRM system can be effectively used in conjunction with UNB Distributors (third party) in the Durban area in pursuit of sales volume growth.

The findings have already highlighted a challenge in the distributor network, where most customers that were buying from distributors reflected challenges in customer engagement evaluation above. On the other hand the current CRM has received a great rating in the aspect of customer satisfaction. Therefore UNB can use these findings and improve their distributor network which can in return, combined with CRM yield to sales growth.

Other studies have been conducted around this area of CRM and have explored the use of technologies like data analysis to be more effective. A study conducted by Anshari and Lim (2016), advocates that the usage of big data analytics by the banking sector has yielded to good results and has helped their customers to initiate dialog between themselves and the bank. These dialogs have impacted on how the banks design their trading environment as well the supply and delivery of certain services. Data analytics has influenced how the banks design their services, branches and products to suite their client needs.

The findings in this study concur with those by Choudhury and Harrigan (2014), where it was established that there was a direct correlation between customers purchase histories, profiles, and behaviour. This was as a result of data collected from social media sites which revealed customers buying patterns and their interests when it comes to certain products. This data allowed the management of certain retailers to shape their trading environment differently since they were now aware of the customer expectations and trends.

When customer knowledge is intertwined with CRM practices organisations can embark on data driven strategies and these could lead to improved performances. In this regard,

big data analytics can relate customers' engagement to different variables involving their behavioural patterns such as demographic, psychographic, and online conducts. Intensive review of literatures disclosed that despite the growing tendency of implementing predictive analytics techniques in CRM, precise classification scheme for CRM is far from being developed. Present work indeed is a fair attempt to bridge such gap (Heller & Parasnis, 2011).

5.6 Summary

In this chapter the findings of this study were discussed and compared with the existing literature. The customer perceptions on effectiveness of CRM and its usefulness were explored. The current information sharing between UNB and its customer was also discussed and its impact on CRM implementation was discussed. Other aspects like the trading environment were explored. Chapter 6 concludes this study and makes some recommendations for possible future study. About leadership practices at schools and how this affect directly or indirectly academic performance.

CHAPTER SIX: RECOMMENDATIONS AND CONCLUSIONS

6.1 Introduction

This chapter actually concludes the study aimed at evaluating the impact of customer relationship management (CRM) on Khangela Breweries sales performance. The right implementation of a correct CRM is a very critical part of any business and so as it is for UNB. In the previous chapter various views from previous studies were presented in relation to the findings of this particular study. This chapter will also aim to put forward some recommendations with regards to this subject of CRM and possibly suggest areas where further research can be carried out. Also the impact of CRM on the business activities as well possible future impact was critically discussed.

6.2 Implications of this Research

One of the highlights in this study was the revelation of how critical is the CRM system for any business and how it becomes a vehicle to improve relationships with customers. This is not only the case for UNB only as the literature showed that CRM is an important element for any organisations' success. The emphasis has been on relationship building with customers and initiating strategic collaborations. Another highlight was the evolution of CRM into what is known as social CRM where the emphasis is social media data being analysed to form start collaborations with the potential customers and understanding their behaviour.

The customers' perceptions on the current information sharing between UNB and their businesses were explored and the general feeling was that majority of the customers agreed with the current state of information sharing and felt it was adequate for their business needs. The impact of ethnicity on customer satisfaction was tested and it was concluded that it had no impact as there was no statistical evidence that proved this correlation. It was also noted that with regards to effectiveness and efficiency of the current CRM at UNB, a reasonable number of customers had a positive perception. In this aspect, areas like the trading environment and the order processing were assessed.

The final implication for this study was the use of data analytics and technology in general was identified as a major player in implementing a great CRM solution for UNB. This could be a great tool for UNB to shape their trade environment to meet the needs of its customers.

6.3 Recommendations to solve the research problem

Customer relationship model has a huge role to play in a business like UNB. It has a potential to turn their customers to becoming brand ambassadors for the business. However such a business decision like the one to implement a suitable CRM has to be taken with caution and therefore the following recommendations are highlighted from this study.

- There is a need to enhance the relationship between UNB and those customers that do not buy products directly from UNB. These are the customers that buy from distributors. It was observed that generally these customers were the ones falling into the segment of customers that were not happy about the current CRM practices at UNB. A possible suggestion here is for UNB to engage more in training activities with their distributors as they are their face and brand to the customer at the end of the chain. The distributors need to carry the same mandate as that of UNB when it comes to customer service.
- The highest educational qualifications of the majority of the customers calls for a concern. For a technology such a CRM to be a success within UNB, a lot of training would be required. A suggestion here is for UNB to embark on a series of pre training for their customers before implementing CRM. It is important to engage them in this process as to increase their loyalty. This implementation of CRM should not be interpreted as for the elite customers but all customers should feel as part of the training. The challenge remains however and that is age as some of their customers are old and this could be problematic for implementing a technology based CRM system for an example.
- A need to conduct product-centric analysis within the entire customer base. For an example one of the secondary findings when all the questionnaires were observed was that the selling prices were not standardised and in some cases with very high

variations for the same product among different retailers. A possible recommendation here is for UNB to increase marketing promotions of their products like Ijuba. The idea is to print labelling with manufacturers recommended selling price and tying this concepts to all their advertisements and also increase educational material for their customers. Other companies in the liquor business have done these kind of campaigns successfully and this could help increase the sales of UNB products.

- A need was also identified to promote customer engagement as a strategic area that UNB through proper implementation of CRM can leverage. Surveys similar to the one for this current study should be conducted regularly especially around the area of customer satisfaction. This also could help the company to understand its customers more. Customer satisfaction is mentioned because it has an ability to influence sales and turn customers into becoming brand ambassadors.

6.4 Recommendations for future studies

The following are the recommendation for possible studies to be conducted around CRM for UNB and on how CRM could influence sales positively.

- The current study focussed on CRM aspects from a liquor outlet owners perspectives. A future possible study could be on the actual consumers of the UNBs' products and examine aspects like customer satisfaction and their perspective of CRM aspects concerning their local retailer.
- A comparative study exactly the same as this one in another region and compare the findings. This could be great to understand different demographics and locations and come up with a more robust CRM system that could suit all.
- An in depth study could be done focussing on distributors with the aim to understand their perceptions of CRM implementations and to establish what could be the best solutions according to them. This could help bridge the gap between UNB as the supplier down to the retailers as well the actual consumers.

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APPENDECES
